Moving Your World
Our KLM story
Our Story Continues

KLM’s history is one of dreams, pioneering and connecting. The big dream of KLM founder Albert Plesman (1889-1953) was of an airspace that connected all people, based on the idea that people are naturally curious and want to discover the world.

On 7 October 1919, that combination of dreams and pioneering resulted in the foundation of Koninklijke Luchtvaart Maatschappij voor Nederland en Koloniën N.V. (KLM), of which Plesman was firstly its administrator and later its director.

Nowadays, this dream of Albert Plesman, “The ocean of the air connects us all”, is both wonderful and applicable. The ‘bridges in the air’ connect people all over the world with one another. Thanks to these bridges in the air, people and products are able to move all over the world.

In 2015, you can board a plane in Amsterdam in the morning, and arrive in Sao Paulo the same afternoon. From one side of the world to the other. Or from Trondheim, Norway to Little Rock, Arkansas, USA, on the same day in 17 hours. Literally from one world to the other. Moving your World.

Every day we welcome 75,000 passengers and 1300 tonnes of cargo on board our planes, on their way to their dreams and goals. Every day, our planes are prepared to take off safely. That is what KLM makes possible. But we enable more than just the journey. After all, others are able to do that too.

As KLM we can make the difference for our customers with our colleagues. The experience, the emotion, our customers’ interaction with our frontline staff is what impresses or “moves” people. That is where KLM makes the difference. We are KLM for you.

From Dream to Future

Why our KLM story?

We are able to look back on a rich history that we can be proud of. We are currently experiencing major changes, which should improve our position and that of the AIR FRANCE KLM Group, so that we can continue to be a leading European airline group with the best thing from the past, change what no longer works and build a new KLM on those foundations. A KLM in which we link our employees and our brand with our customers. This KLM story is the link between our past, our present and our future: We want to share this story with you for internal use, so that we have a common starting-point, which should enable us to develop our future in a goal-oriented manner.

Our Story

1919
Royal Dutch Airlines for the Netherlands and its Colonies’ (KU) was founded by representatives from industry and the banking sector. Queen Wilhelmina granted KU the Royal predicate when it was founded.

1920
First KLM flight. Pilot Jerry Shaw flew a rented DeHavilland DH-16 from London to Schiphol.

1924
Departure of the first intercontinental flight, Amsterdam-Batavia.

Why our KLM story?
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Dear colleagues,

Together with many colleagues from different departments, we have taken a close look at our customers and therefore also our reason to exist. We want customers to feel welcome and acknowledged at all points in time, that it is easy to contact us, book with us and fly with us. We want customers to feel at ease with us, and recognized by the attention we give them. This is why we have defined our purpose (our reason for being) as follows: Moving your world by creating remarkable experiences. This is not an order or an obligation, but the basis of our strategy for the coming years.

Thanks to our care, attention and exceptional services, we make the difference for many of our customers. We make ordinary service unique and outstanding service is ordinary to us. At KLM, our customers are the ones who have made us big. We have taken them to where they wanted to fly. All those years, we have taken a lot of good things, it is now time to hold onto all the good things that have made us big and to improve ourselves, to ensure that the customer continues to choose us.

Frequent travelers regardless of where is the aircraft sit, for business or leisure customers who know that if they have a problem, we can solve it faster and better than anyone else, our customers who fly with us with their animals because they know that we will really care for them. Each customers who book our occasionally and sometimes accidentally will choose at large frequency if we impress them with our ‘KLM spirit’ and special attention.

This applies to everyone within KLM, within every team within all divisions of our company and not of all good we can only succeed if we work together, because we need each other. With leaders who actively connect, give teams scope and responsibility, give clear direction, challenge and inspire. Our front-line staff employees with direct customer contact are supported by all other departments, so together we can make it possible to offer our customers the best possible experience. To ensure you don’t have direct customer contact, you are making a very valuable contribution, because you are contributing to the overall picture.

Our basis is good in many respects, but we can do even better in a number of areas, when we need to work like a well-oiled machine, where everyone knows what he or she needs to do, we must reach the goal faster and better than anyone else. Our staff are aviation pioneers. And pioneers don’t give up easily.

Looking towards the future, we implemented “change, participate, win” shortly after my appointment. Change will be a part of living up to what makes your job to win. And if we know what it is that makes us win, it’s not just talking about winning financial or even winning the hearts of our customers, and afterwards are often up and out of the company, the key is to make our customers form the basis of everything we do. We shouldn’t just add unique customer experience to the services we use, but think of it directly for our purpose.

We are very proud of our building “De Pelikaan” in Amsterdam, its important in our history. It is a very special place, in the 1930s we made our first flight from Amsterdam to Batavia. In a record time of four days, KLM flew the Fokker F-XVIII ‘Snip’ from Amsterdam to Batavia. In 1932 KLM became the first airline to have its own medical service.

This also ensures that we gain our stakeholders’ trust. And with tens of millions of jobs at KLM and influence on hundreds of thousands outside of the company (in and around Schiphol), we are continuing to make a huge important contribution.

Pioneering is in our blood. We are able to work well together (including internationally), improvise well, and are always on the lookout for new opportunities. KLM staff are aviation pioneers and pioneers don’t give up easily. They continue to see new directions and new possibilities, to keep us at an as low possible cost, improving our product based on customer requirement, developing in fast business operation and working on innovations in application, for example.

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Petit fliers, President & CEO of KLM

Our Story Continues

In a record time of four days, KLM flew the Fokker F-XVIII ‘De Pelikaan’ (‘The Pelican’) from Amsterdam to Batavia. The flight was on the way for the Christmas holidays.

The first stewardess came on board.

The first transatlantic flight, with the Fokker F-IV ‘KLM Grip’, from Amsterdam to New York.

Entirely metal aircrafts, the Douglas DC-2, were launched. KLM was the first airline outside of the US to fly with the DC-2. PH-AJU ‘Uiver’ won the prestigious London-Melbourne race.

Story Continues
Our Story

We are known as the airline that really cares about its customers, because we acknowledge and recognise our customers time and time again. By making it easy and comfortable for them and by reaching their hearts, we have gained long-term significance. Moving your World is therefore about much more than travel and transportation.

Take any KLM flight. The destination is the same for everyone, but the journey is unique for every passenger. One person might be travelling home, whereas for another, it might be the start of a big adventure. One person might be going to a business meeting, whereas someone else might be reuniting with a loved one. And whereas one person will be looking forward to the journey a lot, another might not.

Every customer has a story. And from the initial contact when searching and booking to arrival and sometimes for a long time afterwards, we all have a role in that story. Moving your World is about impressing our customers the right way, giving them attention in a personal way. Both in places where there is direct customer contact, and in places where this is not the case. The fact that we are a company with different divisions (passenger business, cargo, engineering & maintenance etc.) has tremendous added benefits, because all divisions of our organisation are interconnected and we are stronger when we all work together. Ultimately, many departments are involved, including those that don’t have direct customer contact; consider, for example, which ensures that payment processes run smoothly, or Engineering & Maintenance, which makes sure that our aircrafts are working safely and properly. The examples are countless. If one link isn’t running smoothly, customers experience it directly. We all have the opportunity to improve the customer’s story.

A number of things are obvious to the customer. For example, customers expect safety, speed and care. But the price must also be competitive and we must fly on time. However, these are things that all airlines are able to offer to a greater or lesser extent. At KLM, we make the difference by creating moments which stay with the customer. It is precisely that which sets us apart. With all of our departments, we make it possible to touch the hearts of our customers with unique KLM attention and service.

It’s about the little things we do for our customers. If we succeed in this, KLM will become part of a story that the customer continues to remember, making the choice for his next trip easier.

As KLM staff, together we form the experience. And the experience is the best advertising.

Moving Your World

By Creating Memorable Experiences

we are KLM for you

Moving your World applies to all colleagues and future colleagues. It is how we are making an impact on the outside world. KLM is and will continue to be one of the most inspirational and leading employers in the Netherlands. With that we are making a massive direct and indirect contribution to the Dutch economy.

KLM was the first airline in the world to operate five different transatlantic routes.

1946

The scheduled service between Amsterdam and New York began with the Douglas DC-4 ‘Rotterdam’. KLM was the first European airline to provide a scheduled service between the two continents after the war.

1945

KLM and sixty other airlines founded the International Air Transport Association (IATA) in Havana (Cuba). The aim was to promote collaboration in the international aviation industry. KLM was actually the first European airline to provide scheduled services on an international scale, together with five other European airlines.

1948

KLM was the first European airline to provide scheduled services to the Americas. The goal was to create a network of routes that would connect Europe with the rest of the world. KLM operated flights to South America, and later to Central America.

1951

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1952

The Tourist Class rate was introduced.
Our Story Continues

Who We Are: Aviation Pioneers, Dutch at Heart

Pioneering and pushing the boundaries are in the blood of the Dutch. Many examples can be given in which a small country can be a front runner, and KLM is one of them. We are a product of that typical pioneering spirit that has made the Netherlands great. Our passengers’ urge to explore new horizons led us to all corners of the world.

At the same time, we sought the boundaries ourselves time and time again by constantly challenging ourselves, leading the way and innovating, we expanded the world for our customers. KLM is typically Dutch: no-nonsense, investigative, open-minded, hospitable, connecting, laying our boundaries… all of these are genuine Dutch character traits that are part of our DNA. We are genuine collaborators, which is one of the things the joint fight against the water in the Netherlands has taught us. It is also why we are good at international alliances. In the Netherlands, everyone has a voice, large and small.

We can still claim the right to being pioneers in the aviation industry. We were the first airline with a joint venture on the routes to North America - a transatlantic joint venture that is still successful today. Our social media strategy has been an example to others for many years now. At the bottom of every page, you can read how we are pioneering as Aviation Pioneers, Dutch at Heart, in this and other areas.

Everyone is a pioneer

Over the years, KLM has proven that it is a pioneer in different areas, but we aren’t just pioneers as a brand and organisation, we are all able to come up with innovative ideas, whatever you do and wherever you work.

Before the customer actually boards the aircraft and the cargo and/or luggage have been loaded, an immense amount of work has already been shifted. Meanwhile, the customer has already had contact with KLM at various times, both consciously and subconsciously, which has formed his perception of KLM at all the interaction that the customer has with KLM. He品尝s into it with our cabin crew, which is where the opportunity lies to make an unforgettable impression.

During check-in, on the telephone, when boarding or during the flight is where we have conversations with customers. With a product to be proud of and front-line staff that are able to acknowledge the customer and give personal attention, we can turn the journey into a unique experience and a memory that lasts from now and into the future.

The saying goes “you only have one chance to make a first impression”. This is something we believe in and that applies to all of us. Everyone plays their part in the KLM customer experience.

Whether you work for Passenger Business, Cargo or Engineering & Maintenance, we all form an integral part of KLM and we all make a difference.

Continues

Customer experience

We are all part of it

The Holland Herald is the oldest in-flight magazine in the world still to be published under the same name.

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Our KLM objectives for the next five years:

■ Replace all Fokkers with Embraers
■ Introduce 15 Boeing 787s to our fleet
■ Invest 2.5 billion euros in total in products and new aircrafts
■ Go from 27 million passengers to over 32 million
■ Together with Air France, stay at the top of the global aviation industry

Our Story

Ambition

Our ambition is to grow. However, with our current cost level growing isn’t possible. We are too expensive. We need to drastically reduce our costs.

competition in the aviation industry is fierce and the right for the customer’s wallet is a matter of minutes. In-cabin cost carriers such as Easyjet and Jet2fly work more efficiently and more cheaply. Competitors from the cost side have budgets to be jealous of. A major competition is inevitable and we have also lost our unique selling point because others overtook us when it came to network and services.

Our goal is clear:

To become the most customer-oriented, innovative and efficient network carrier in Europe.

The most customer-oriented

Customer experience isn’t the responsibility of just one department, but of all! All employees of all departments from every division have an active role to play in it. The priority is for our customers that enables us to achieve this objective: we invest in the customer journey where it benefits our target group.

The most innovative

Creativity and innovation are the heart and soul of our company. The current circumstances at KLM require new insights and innovative solutions, which play a part in guiding our strategic decisions for the next few years. This is why we encourage innovations within our organisation as a whole. Our focus lies on innovating by digitisation. We want to be a KLM in which everyone takes his own responsibility within clear boundaries, by reducing the number of managerial layers and centralising the support functions wherever possible. We offer plenty of space for bottom-up entrepreneurship, and want to safeguard this in assessment methods and talent development.

The most efficient

Becoming more efficient requires tough interventions. It requires our labour costs and external costs to be reduced and our productivity to be increased, but also making our forms of employment more flexible. No guarantee for a rich future. That is history, but that history is unfortunately still too relevant.

We are all rightly proud of KLM’s rich history, but that history is unfortunately too relevant. Because others overtook us when it came to network and services. All employees of all departments from every division have an active role to play. It is mainly the passion for our customers that enables us to achieve this objective. We invest in the customer journey where it benefits our target group.

Network carrier

We are continuing to optimise our hub-and-spoke network, focusing on daily flights to long-distance destinations, limited stop multi-stop routes and strong partnerships as the cornerstone of our network. Our strong network for short distances, we are focusing on the markets in which we are able to compete. In order to supply and strengthen our network for long and medium distances.

Supported by a High Performance Organisation

We are working to develop a high performance organisation, to simplify the organisation and thereby improve mutual collaboration, increase employee commitment, but also to become more flexible and more efficient. We have also expressly formulated objectives in the area of culture and leadership.

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Creativity and Innovation are the heart and soul of our company.
A strategy that enables us to win

Our strategy for the coming years is clear.

Customers & product
We are focusing on the frequent traveller, in both classes. We are simplifying, standardising and modernising our basic offer through this focus, and are also developing a distinctive product for the tourist class, making us attractive to segments other than frequent travellers compared to our competitors. In order to achieve this, we must make specific investments, which will also allow us to develop a distinctive KLM customer experience.

People & organisation
We are working to develop an organisation that has a transparent culture, open communication and committed staff that are good at what they do. We are reducing our costs further, in order to come and stay in line with our competitors, through the following rounds of collective labour agreement negotiations amongst others. We are continuing to work on modernising the pension system, distributing the risks more evenly between the employer and the members.

Operations
We are striving to achieve operational excellence and will achieve this by effectively and efficiently (re)designing our product, our ways of working, information flows, management and organisation of course we do all this in a safe manner. The result will be that we keep our promise to our customers at as low costs as possible.

Portfolio
We will simplify our company by no longer doing certain activities that are further removed from our core activities ourselves.

Digitisation
We are enabling our focus on customer-oriented digitisation to our operation and our employees. In order to achieve this, we are making considerable investments in a secure IT environment and digital applications for our operation and our employees, so they will be more able to serve our customers.

CSR
We are focusing on those activities that are recognised and acknowledged by customer and employee alike and also reduce our environmental footprint. We are stopping activities that do not make a proven positive contribution to this. The choices we make are based on what has an effect.

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Our ambition
The new world of KLM will become one of (selective) growth and opportunities. On the one hand, our success is determined by our customers and employees working hand in hand by making our company competitive again.

This requires a radical change into a KLM that has fewer people and considerably lower costs per unit. With our pioneering spirit combined with customer investments, our customer experience is central to and we are using this to connect our successful history with our company’s future.

Our ambition is to make the new KLM fit and relevant for that future again, and loved by its customers, so that we can win again. That is more than ‘merely surviving’. It means actually winning both our competition, and retaining our important role in Dutch society and the economy for current and future generations.

KLM will once again be a leading airline when it comes to customer focus, innovation and efficiency. Our KLM staff are vital in achieving this.

What is your ambition?

Our Story

1992
KLM used a heavy morning block to make effective use of the hub & spoke network model.

1993
This was the first year in KLM’s history that it transported over 10 million passengers. Since its first flight on 17 May 1920, KLM had transported over 155 million passengers by this time.

1997
The (still very successful) joint venture was signed between KLM & Northwest Airlines.

1999
Smart e-services arrived in the form of e-tickets instead of paper tickets, checking in at a self-service kiosk and online check-in.

1999
The Operations Control Centre (OCC) was commissioned, an initiative that has since been followed by many airlines.

We are KLM for you!
Together we spread that typical KLM spirit: we connect, take initiatives and explore new opportunities.
Our Story continues.

To get fit again, we will start to operate more efficiently. ‘Fit’ can also be understood as ‘feeling healthy’, being flexible and agile, assertive and full of fighting spirit: bring it on!

This requires radical changes to what we do and think. We should hold onto what’s good, whilst at the same time, improving everything that needs to be improved: products, services, systems, ways of working, collaboration… across the board, in each fibre of our company. Only then can we become competitive on price again too. By setting ourselves apart from the competition at the same time when it comes to customer experience, we will become more valuable and relevant, and we can be even prouder of what we do.

Having a future is our ultimate reward. It is the result of paying attention to our customers and impressing our customers. Customers are very close to our heart and there’s no better place for them.

Change, Participate, Win

Together we are KLM. Together we ensure that ‘Change, Participate, Win’ is implemented. Together we are writing the KLM future and making sure that this becomes a reality. Together we are the change. You can make the difference, as an important factor in our joint success. So please come up with ideas, suggestions and improvements. Consider how we can improve our way of working and how we can make our customers happy in the long term. In an efficient manner, of course, so that we are fit, relevant and loved.

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KLM Compass

**WHY**

Our purpose

Moving Your World

by creating memorable experiences

**WHO**

Our identity

We are aviation pioneers,

Touch at heart

**AMBITION**

Our goal

To become the most

Customer-centric, innovative and efficient European network carrier

**WHAT**

Our offering

We bring our customers the world,

Taking them anywhere, anytime

**HOW**

KLM spirit

We dare to reach out, initiate and explore new horizons

We are still for you.

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**WHY**

Our purpose

**WHO**

Our identity

**AMBITION**

Our goal

**WHAT**

Our offering

**HOW**

KLM spirit

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**OUR STORY**

1999

KLM was the first airline in the world to acquire the ISO 14001 certificate for its environmental management system.

2004

KLM was the most sustainable airline according to the Dow Jones Sustainability Index for the first time (and still is in 2015).

2009

KLM launched the digital boarding pass in collaboration with Air France. Check-in can now also be done by mobile, PDA or Blackberry.

2009

KLM was known throughout the world as the classic example for strengthening customer relationships with the pro-active use of social media, this as a result of the ash cloud.

2010

Launch of a new women’s uniform designed by Mart Visser and new tableware in World Business Class designed by Marcel Wanders.

2015

Launch of the Boeing 787-9 Dreamliner

2015

KLM was the first non-Asian airline to open a shop on the major Chinese travel website Alitrip, which is viewed by over 10 million people every day.

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**CONTINUES**

Writing the future

Moving Your World

by creating memorable experiences

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Fit, Relevant & Loved

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